

MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

STRATEGIC PLAN 2004 – 2007

OUR VISION

Inspiring learning, leadership and citizenship

OUR MISSION

Students and learning are at the heart of all we do. We are committed to access, individual development and lifelong learning, recognizing this investment will contribute to economic prosperity for all.

We are proud to support the rich diversity of our learners and partners, providing market-driven programs and services that build knowledge and skills while cultivating attitudes of exemplary citizenship.

This clarity of purpose generates the strength, confidence and commitment to achieve excellence.

OUR SHARED VALUES

Our values guide our behaviours and decisions, culminating in a culture focused on students, staff and community. We will:

- Foster **academic excellence**, **innovation** and **reasoned risk-taking**;
- Embrace **diversity**;
- Be **accountable** in everything we do; and,
- Act with **integrity** and promote **respect** for all.

At Mohawk, **RESPECT** denotes **responsibility, excellence service, people, equity, commitment and transparency.**

6 CORNERSTONES FOR ACHIEVING OUR MISSION

- 1 The College of Choice—The Champion of Students**
- 2 Academic Excellence and Innovation**
- 3 The Employer of Choice—Exceptional Professional Staff**
- 4 Economic Growth and Prosperity**
- 5 Campus Renewal and Expansion**
- 6 Quality Frameworks**

Cornerstone 1

The College of Choice—The Champion of Students

1.1 Be a centre for student excellence, advancement and service

Actions:

- Make Mohawk College “student friendly” in the delivery of all student services (e.g., “one-stop shopping”, opening service areas fifteen minutes before and after classes each day, posting service areas and faculty hours, etc.)
- Enable seamless progression and educational pathways that promote internal and external student mobility and lifelong learning, recognizing flexible timeframes
- Commission a College-wide working group to report by March 1, 2005 on recommendations to further enhance student success and retention
 - Develop comprehensive retention strategies to improve overall graduation rate by 2 to 5%
- Develop and implement strategies to achieve more effective timetabling, enhancing student and faculty success
- Research and apply best practices in regard to class size and retention
- Enhance College orientation strategies
- Investigate the impact on retention of reimbursing diploma-level students who successfully complete a failed credit course by transferring tuition to following semester courses

1.2 Celebrate student success

Actions:

- Enhance opportunities to recognize successful learning, student leadership and citizenship
- Create new opportunities to support and enhance student life

1.3 Create explicit expectations

Actions:

- Formalize partnerships and relationships with key stakeholder groups (e.g. Mohawk Students' Association, Mohawk College Association for Continuing Education Students, Mohawk College Alumni Association)
- Partner with students to create new, consolidated Code of Conduct and policy framework, with a view to fostering learning, leadership and citizenship

Cornerstone 2

Academic Excellence and Innovation

2.1 Focus on learning opportunities

Actions:

- Research, develop and deliver market-driven programs using academic standards that are responsive to employer and community needs
- Provide work experience in diploma programs
- Reaffirm our position as being a leading co-operative education institution in Ontario
- Create a vision for information and instructional technologies that enhances learning for students
- Establish a comprehensive enrolment management strategy (includes recruitment, multi-year program planning, progression and transfer to work) that promotes student success and the continuum of learning
- Foster relationships throughout our College communities to enhance learning
- Create an integrated learning service environment (i.e. library, learning services, learning commons) to support student learning and foster student success

2.2 Focus on access

Actions:

- Enhance strategies to demonstrate commitment to our diverse communities (e.g. mature learners, Aboriginal learners, 'English as a Second Language' learners, international learners, learners with disabilities, etc.) through prior learning recognition and strengthening learning pathways
- Increase partnerships with local school boards, other colleges and universities to expand collaborative programs and facilitate successful transfer of students
- Respond to the high number of under-prepared learners to facilitate access to post-secondary opportunities

2.3 Focus on learning excellence

Actions:

- Develop a program map for all post-secondary programs, balancing standards, professional accreditation (as required), outcomes, key performance indicator feedback, program hours and financial resources
- Create Report Cards for every program and service and link to continuous improvement
- Develop curriculum expertise to support course and program quality
- Rank in the top third of Ontario colleges for all five Key Performance Indicators
- Rank in the top third in Ontario for Continuing Education and Business and Industry performance surveys
- Reaffirm advisory committee involvement/input in academic excellence and innovation

2.4 Focus on innovation

Actions:

- Reaffirm our commitment to the College Innovation Council
- Explore the introduction of an innovation fund as a source of revenue for staff who are seeking sponsorship on projects that will benefit our students
- Determine Mohawk's role in applied research and encourage collaborative efforts with employers and other partners as appropriate

Cornerstone 3

The Employer of Choice—Exceptional Professional Staff

3.1 Promote high performance teams

Actions:

- Recruit and retain high calibre staff as evidenced by appropriate credentials, skills, experience and personal qualities
 - Revise hiring policies and implement best practices (e.g. hire staff reflecting the communities we serve)
- Create an attitude and promote a means by which everyone at Mohawk is committed to providing customer service and serves as a Mohawk ambassador
- Identify and remove barriers to teaching and learning effectiveness
- Revitalize staff reward and recognition strategy
 - Renew and recognize staff in a way which supports renewal and refocusing of energy, creativity and innovation
 - Incorporate what staff view as success such as avenues for personal and professional growth
 - Increase and enhance opportunities to utilize internal expertise—“value our own”
- Execute a development program for staff reflecting the strategic objectives of the College, emphasizing a culture of service for students and employers through service for staff
 - Introduce customer service training for staff
 - Introduce mandatory orientation and leadership training for administrators
 - Introduce mandatory orientation for full and part-time staff within one month of hire
 - Introduce mandatory teacher success workshops for new full and part-time faculty
 - Introduce a mentorship program framework for staff
 - Support training for Continuing Education staff
 - Support professional development for staff that focuses on excellence in teaching and learning, current market-relevant skills and use of technology in the workplace
- Improve tuition reimbursement
- Explore staff/family tuition plan

3.2 Maximize staff satisfaction and effectiveness

Actions:

- Develop and implement plans to promote staff satisfaction and wellbeing
- Develop and implement a simple, objective and respectful system for individual staff performance review linked to career pathing, individual and team goals and continuous improvement by both employee and manager
- Partner with staff to develop Staff Code of Conduct

Cornerstone 4

Economic Growth and Prosperity

4.1 Support Regional Economic Growth and Sustainability

Actions:

- Develop and implement strategies and programs to expand business development and entrepreneurial activity
- Promote lifelong learning and respond to specific reskilling issues
- Encourage and support staff involvement with community boards and initiatives
- Increase international projects and recruitment
- Collaborate on initiatives to improve community economic prosperity
- Participate in efforts to promote and sustain our community as a great place to work and live

Cornerstone 5

Campus Renewal and Expansion

5.1 Enhance and expand facilities

Actions:

- Align student service space to support “one-stop shopping” strategies
- Establish a campus beautification project
 - Create a warm, welcoming atmosphere for students and staff
 - Display student accomplishments
 - Display student work in the halls
 - Develop a strategy to enhance informal student spaces (e.g. lounging furniture, study space opportunities)
 - Develop a strategy to refurbish staff offices
- Reaffirm commitment to campus safety and accessibility
- Create a faculty-led Classroom Improvement Committee for each campus
- Establish a non-denominational place of pause and reflection

5.2 Develop Mohawk College master facilities plan

Actions:

- Explore and plan for skills training and enterprise addition at Stoney Creek Campus
- Conduct market research to create unique market niche in Brantford and explore feasibility for downtown complex
- Explore and plan for expansion at the Institute for Applied Health Sciences
- Explore feasibility, through development of a business plan, to create an athletic complex at Fennell Campus including retrofitting current space for services to students
- Establish a College-wide Space Planning Committee with broad stakeholder representation
 - Explore introduction of an energy conservation and environmental campus program

Cornerstone 6

Quality Frameworks

6.1 Implement effective business practices

Actions:

- Provide organizational structure and processes that support our Vision and Mission
- Gather and analyze current market research, institutional research and information from government and other sources and use in decision-making processes
- Develop and implement Board approved College Performance Indicators
- Review Mohawk committee structure (e.g. enhance advisory capacity of Mohawk College Council, College Charter impact on Board Committees)
- Establish collaborative decision-making framework
- Establish 'Work Out' Committee to revitalize focus on quality processes: reduce hierarchy, reduce unnecessary paperwork, reduce waste, reduce repetitive/corrective work
- Apply information technology to achieve progressive business solutions
 - Maximize opportunities for students, staff and clients through implementation of Banner systems and effective use of our web portal
 - Develop data/knowledge management processes

6.2 Enhance communications

Actions:

- Highlight and promote unique and excellent work by students, staff and board
- Develop and implement a fresh, bold, long-term strategy to revitalize external communications
 - Perform market research to assess advertising and public relations strategy
 - Develop and communicate key messages
 - Penetrate key markets such as the Greater Toronto Area and The Golden Horseshoe
 - Introduce key events to increase community awareness and foster strong relationships
 - Build on student recruitment and conversion strategy
 - Engage stakeholders in process and implementation
 - Increase use of web as a communication tool
- Develop an internal Communication Plan which recognizes the need for information to inform and empower staff and students
- Implement proactive advocacy strategies that will increase public awareness of College system needs

6.3 Create a fundraising strategy to support renewal and expansion

Actions:

- Develop and implement a capital campaign to support College strategic initiatives
- Develop and implement an annual fundraising strategy
- Develop framework to support fundraising and donor recognition

6.4 Strategically align partnerships

Actions:

- Develop a simple, respectful philosophy for all partnerships
- Review current partnerships and community linkages, identifying gaps and overlapping activity to determine partnership priorities
- Collaborate with student and graduate groups (e.g. Mohawk Students' Association, Mohawk College Association for Continuing Education Students, Mohawk College Alumni Association)
- Revitalize the relationships with program advisory committees
- Recognize and reward community leaders for long-standing service partnerships with academic programs